City of Asheville, N.C.
National Incident Management System
Incident Command System
(NIMS ICS)

Overview for Executives

Asheville Fire and Rescue Department

Gregory H. Grayson, Fire and Rescue Chief

Agenda

- NIMS - Orientation
- Review Incident Command
- Overview –N.C.'s NIMS Strategy
- Discuss the role of executive-level positions in ICS

What is NIMS?

National Incident Management System

"…a consistent nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, prevent, respond to, and recover from domestic incidents, regardless of cause, size, or complexity."
*HSPD-5

*Homeland Security
  Presidential Directive - 5

NIMS: What It Is / What It's Not

NIMS is...

- Core set of:
  - ◆ Doctrine
  - ◆ Concepts
  - ◆ Principles
  - ◆ Terminology
  - ◆ Organizational processes
- Applicable to all hazards

NIMS is <u>not</u>...

- An operational incident management plan
- A resource allocation plan
- A terrorism / WMD-specific plan
- Designed to address international events

NIMS Components …

Preparedness

- Planning
- Training and Exercises
- Standards and Certification
- Mutual Aid
- Information, Publications

Command and Management

- Incident Command System
- Multiagency Coordination System
- Public Information System

Resource Management

- Identify and type resources
- Certify and credential personnel
- Inventory, acquire, mobilize, track and recover

. . . AND

- Supporting Technologies
- Communications and Information Management
- Ongoing NIMS Management

HSPD-5 Requires <u>Adoption</u>, a Condition of Federal Grant Awards

- North Carolina has <u>adopted</u> NIMS: Governor's Executive Order accomplished this

- Jurisdictions have begun
formal adoption through (i.e., executive orders, resolutions, ordinances)

- Although NIMS has many components, N.C.'s Strategy focuses on ICS as the first step

Incident Command System (ICS)

◆ Standard "All Hazard" Incident Management Concept

◆ Tested and proven system across country

◆ Represents Best Practices

◆ Standard for Incident Management

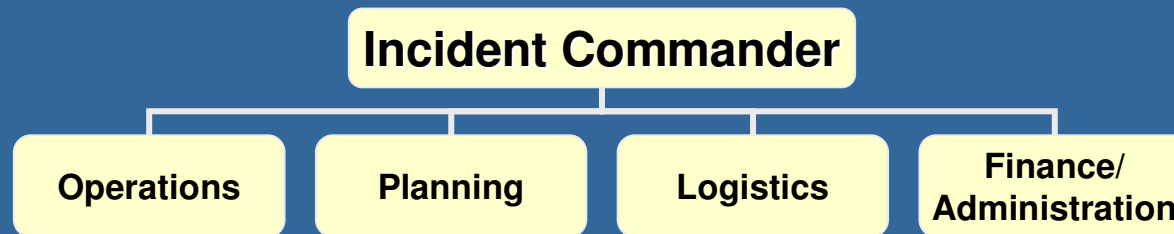◆ Interdisciplinary and Organizationally Flexible

ICS allows us to manage -

- large or small emergency incidents, OR

- incidents involving one or more agencies, OR

- one or more jurisdiction

Incident Command System Structure

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                    ┌──────────────────────┐
                    │  Incident Commander  │
                    └──────────┬───────────┘
        ┌──────────────┬───────┴───────┬──────────────┐
┌───────────────┐┌────────────┐┌──────────────┐┌──────────────┐
│  Operations   ││  Planning  ││   Logistics  ││   Finance/   │
│               ││            ││              ││Administration│
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ICS has four basic functions
Operations, Planning, Logistics,
and Finance/Administration.
The section chiefs are the IC's
"General" Staff

ICS: Roles and Definitions

1. Operations Section:

Develops tactical organization, directs all resources to carry out the Incident Action Plan

2. Planning Section Staff:

Develops Incident Action Plan, collects and evaluates information, and maintains status of assigned resources

3. Logistics Section Staff:
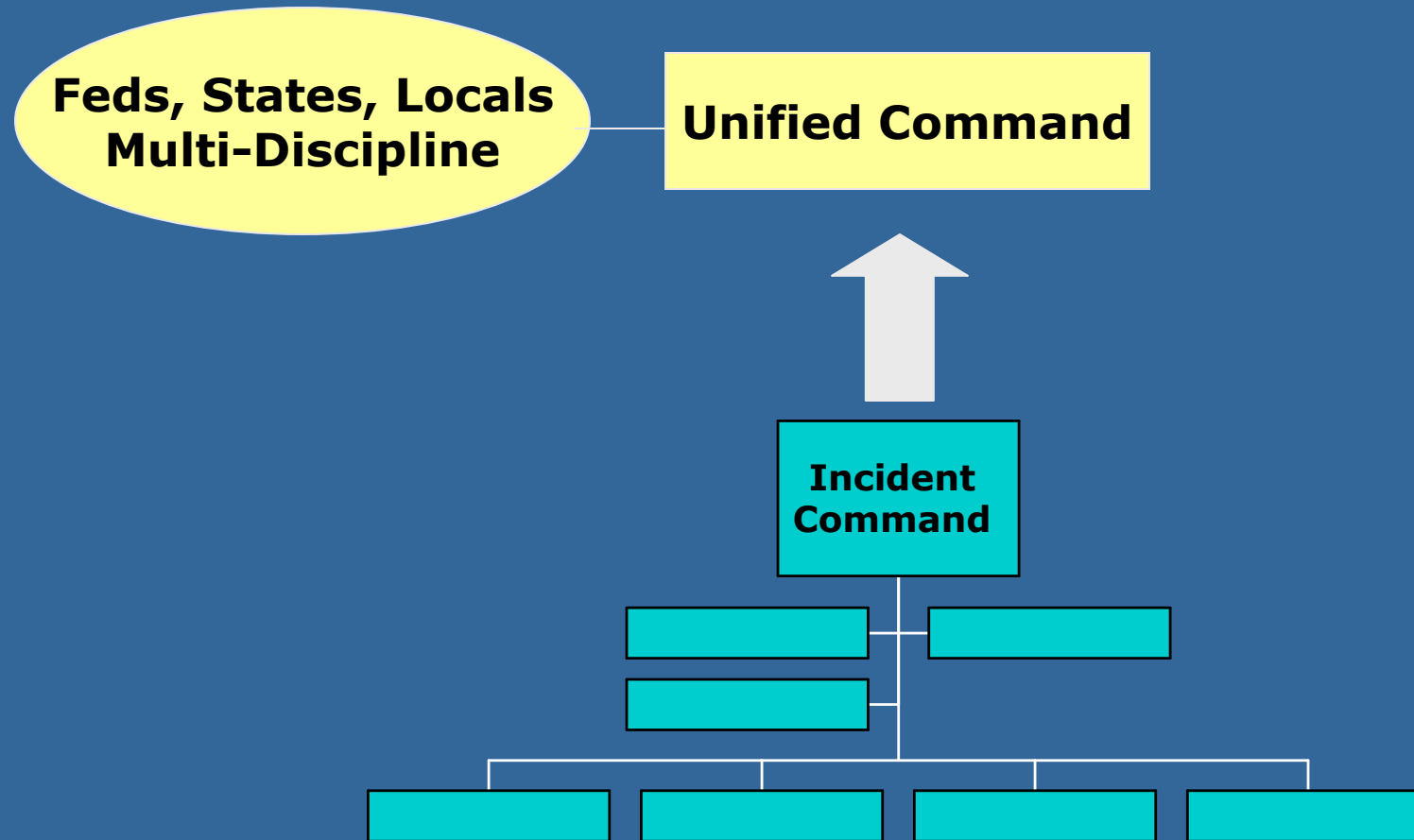
Provides essential resources and services

Not all sections need to be activated

4. Finance/Administration Section Staff:

Monitors costs, accounting, procurement, time recording, cost analysis, and fiscal guidance
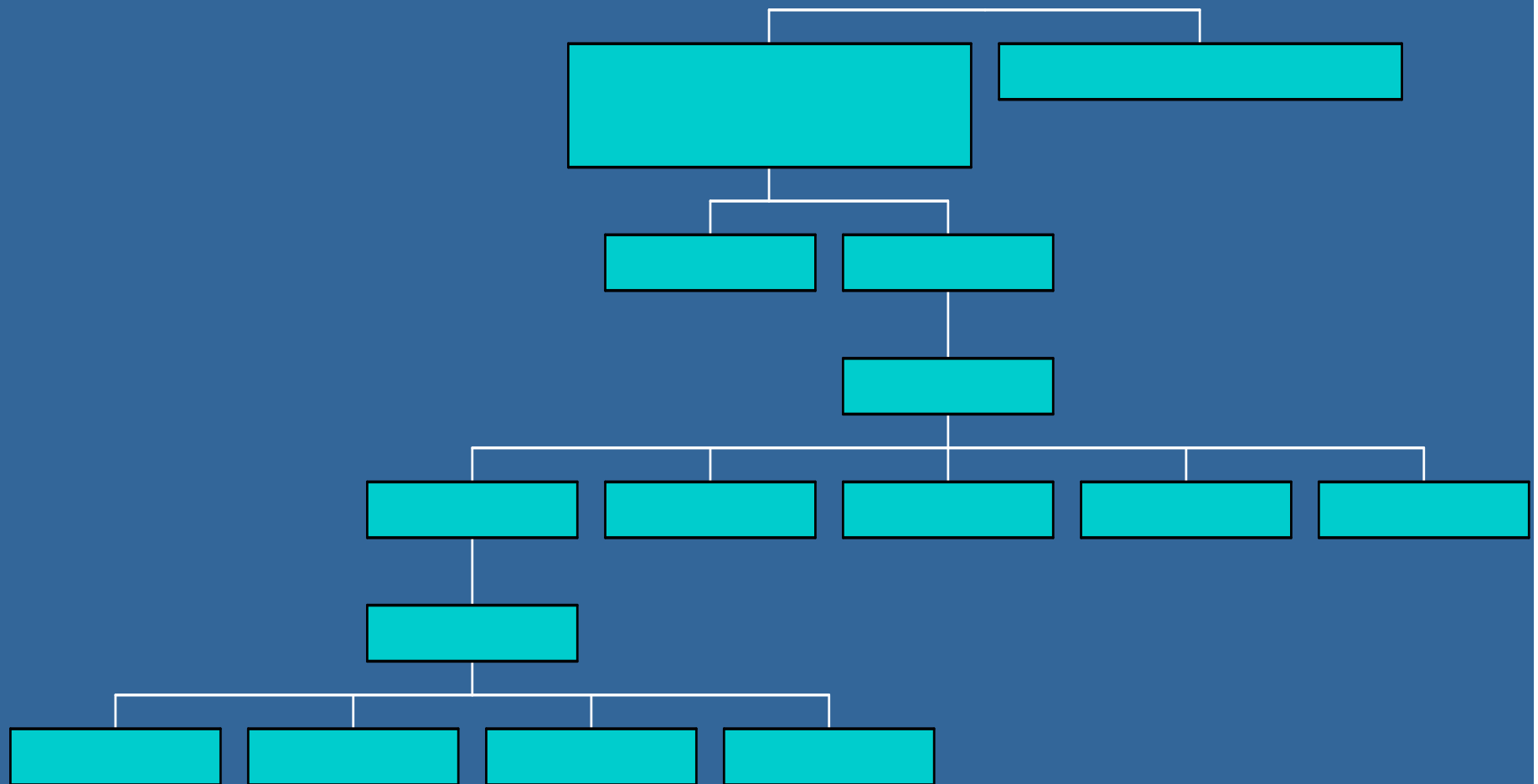
What's the Difference Between ICS and Unified Command?

Feds, States, Locals Multi-Discipline
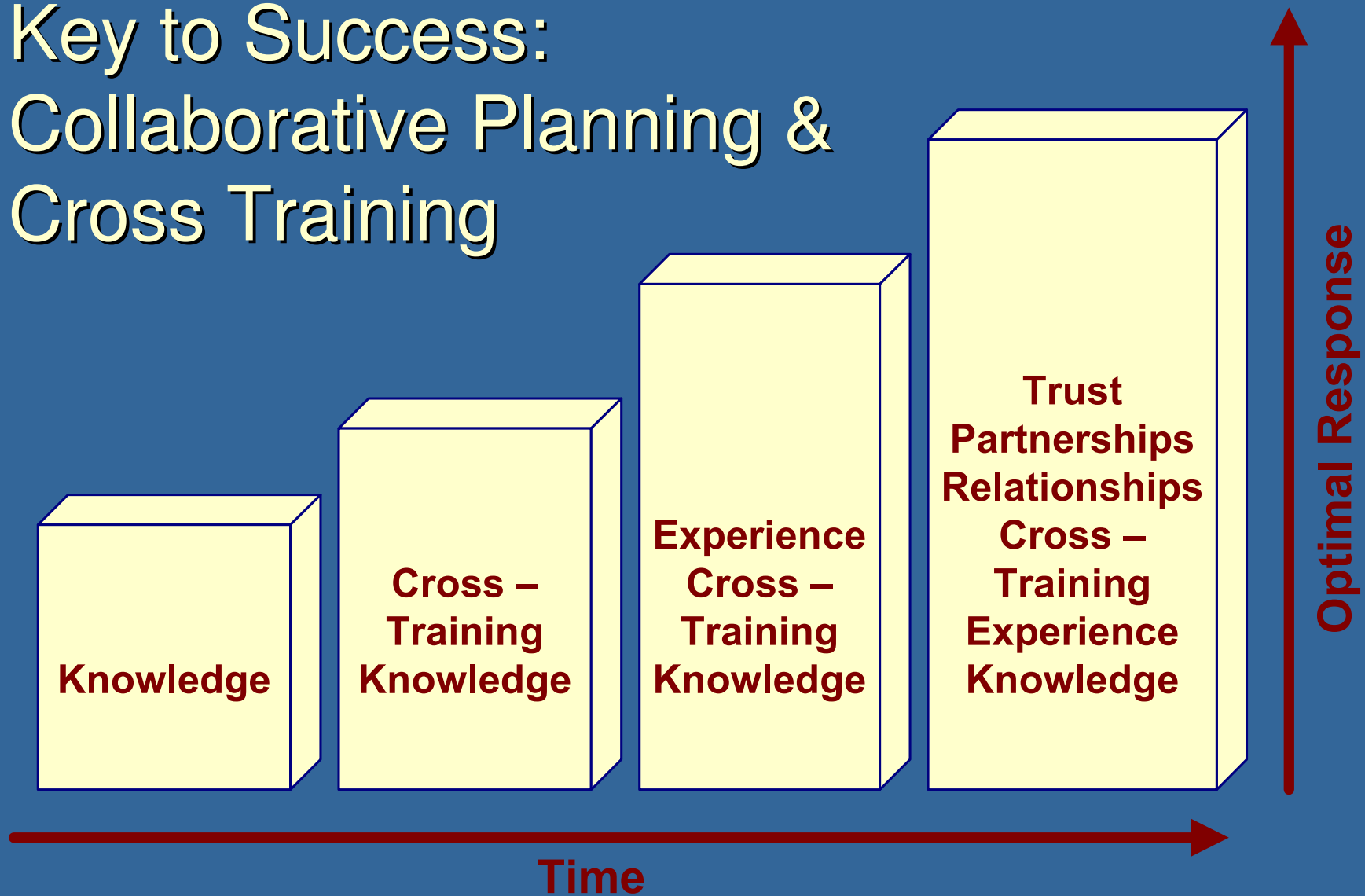
Unified Command

Incident Command

ICS Review:

◆ Used to
  – Manage an emergency incident
  – Manage non-emergency events

◆ Has
  – Considerable internal flexibility
  – Grows and shrinks to needs
  – Cost effective and efficient
  – Applicability for ANY event

The Big Picture

North Carolina's NIMS ICS Implementation Strategy

◆ Was develop by State and local representation (Fire/Rescue, EMS, Law Enforcement, Emergency Management)

◆ Governor's Executive Order states NC will adopt NIMS (i.e., each State Department/Agency will adopt & implement – Focus is ICS)

◆ Overall strategy based on training needs by discipline and response components – FIVE Training Levels . . .

Five Training Levels

1. <u>Awareness</u>: Individuals that may be involved in an incident and/or perform a direct or supporting role Operational

2. <u>Operational</u>: Individuals who may be involved in or with ICS general functions

3. <u>Supervisory</u>: Individuals who may be assigned to an ICS supervisory position

Training Levels cont'd

4. <u>Command</u>: Individuals who may be expected to perform in a management capacity, incident commander and/or area commanders

5. <u>Executive</u>: Senior leaders who should have an understanding of ICS principles and will likely be participating at the policy level during an event

How is North Carolina's NIMS Strategy being implemented?

◆ Through Department/Agency and jurisdiction specific implementation plans

◆ By identifying personnel for training needs
  – Use the "expected" roles and responsibilities, NOT routine/daily roles and responsibilities

◆ Pilot Projects:
  – Several Counties have already trained a large majority of their public safety personnel
  – State agencies have initiated training and plan development
  – DHS website

Implementing NIMS – make it easy!

◆ Consider a variety of delivery modalities

◆ Initiate through Emergency Management
   Institute's (EMI) IS-700 and IS-195 online courses
   <u>OR</u> attend an ICS course
   – Meets your largest training need – Awareness

◆ Keep programs global
   – Utilize existing delivery systems
   – Triage training delivery (i.e., train-the-trainer)
   – Offer credits
   – Inclusion in Exercise and Training Plans

The Executive…….

◆ What YOU need to know….

Definition of "Executive"

◆ Executives are:
  - Elected and appointed officials
  - Managers and Asst. Managers
  - CEO's, Presidents, VP's, etc. . . . .
  - Any persons in a policy-level position that could be communicating with Incident Command

You (the Executive)

For ICS – Persons in an executive (policy-type) position should know:

- What are the implications of an incident to you, AND, to your organization?

- What do existing plans and authorities mandate?

- How do you maintain control when an incident occurs?

- Where do you fit in the incident management process?

- What are the goals and priorities you'll give to the IC?

What the Executive Provides

- Policy – The Agencies or Jurisdictions policy to manage the incident

- Mission – Setting goals for accomplishment

- Direction – Ensure and/or validate agency's goals and priorities

Executive's Major Responsibilities

- Clearly state the agencies' or jurisdictions' policy through the Incident Action Plan (IAP) development process

- Evaluate the effectiveness of the response and correct deficiencies

- Support a multi-agency approach to the response

Declaration of an Emergency
- may change subsequent policy-level decision

Consider:

- Cost considerations
- Environmental concerns
- Legal restraints and/or freedoms
- Limitations on authority
- Political and social concerns
- Safety considerations

Difference Between Executive-level responsibilities and Operations

Policy-based decisions = Executive level command

Operations-based decisions = Incident Command

Examples of Operations-based responsibility:

- Understand agency policy and direction
- Be proactive
- Provide clear objectives
- Match objectives and strategy
- Staff the organization to meet workload
- Monitor span of control
- Identify problem areas and work to overcome them
- Meet responsibilities of NIMS, EOPs and written SOPs

Support Multi-Agency Approach

The Executive must plan for an Area Command approach prior to the incident :

- Hold planning meetings and prepare mutual aid agreements

- Involve other agencies' personnel in your ICS organization

- Advocate the use of "Area and/or Unified Command"

- Conduct inter-agency training and exercises

- Revise plans based on findings of exercises and training events

"The last place I want to meet you for the first time, is at an incident site."
(Unknown)

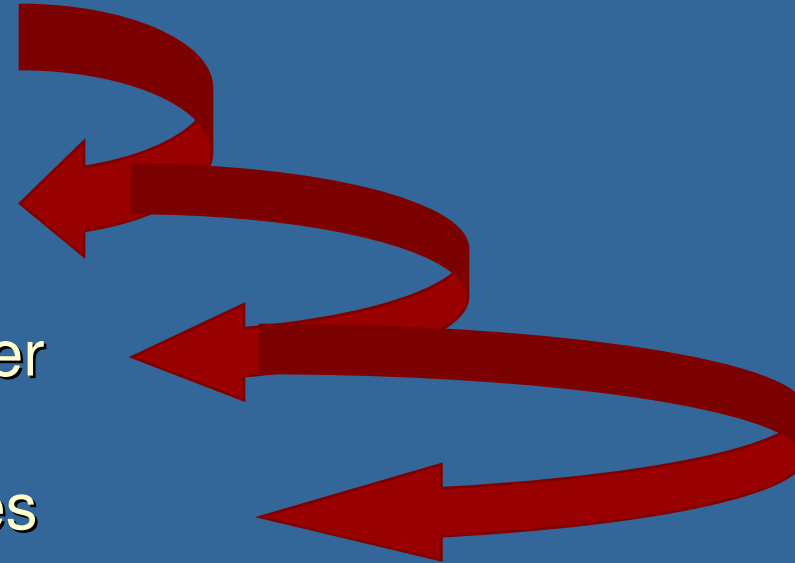# The Executive: Approach Taken to Resolve the Incident

- ◆ Mayor
- ◆ Vice-Mayor
- ◆ Council Members
- ◆ City Manager
- ◆ Asst. City Manager

Steps to Accomplish Incident Objectives

Activity	Responsibility
• Agency policy, direction and support, goals and priorities	• Executive
• Incident objectives	• Incident Commander
• Strategy to achieve objectives	• Incident Commander
• Tactical direction	• Operations Section Chief in support of the IC's objectives

Lines of Authority

➢ Political Authority

➢ Agency Director

➢ Incident Commander

➢ Assigned Resources

The line of authority varies from jurisdiction-to-jurisdiction.
These variances are one of the reasons for the creation of NIMS

Typical CoA Lines of Authority

◆ Asheville City Council via City Manager Jackson and Asst. Manager Richardson

◆ Fire/Rescue Chief and/or Police Chief

◆ Incident Commander

◆ Assigned Resources

Executive Delegation of Authority

What should the delegation of authority cover?

- Legal and policy restraints of authorities delegated
- Goals, priorities and expected timetables
- Limitations on authority
- Periodic evaluation
- Political and social concerns
- Public information requirements
- Environmental issues
- Cost considerations

Authority can be delegated
Responsibility can never be delegated

When briefed by the Incident Commander – Executives should know the following:

- Overall situation
  - What is occurring?
  - What resources are required?
  - Do we have necessary resources?
  - How do we approach (what's in the IAP?)
- Jurisdictional authority over the incident(s)
- Executive's goals, priorities and expectations, policies, political factors, or other constraints
- Status of communications systems
- Media interaction
- Executive's needs for information and review of priorities
- Supporting plans, mutual aid, and directories

Summary of Executive Responsibilities

The Executive has five major responsibilities:

- Articulate Policy

- Assess the Overall Response

- Plan for Multi-Agency Response

- Provide input to establishing priorities, goals and direction

- <u>Know how an emergency declaration can/will change your decision-making process and outcomes (Bob Oast)</u>

Next Steps for City of Asheville Executives

- Learn More...
- NIMS Resolution to come before City Council
- Advise the Chiefs of your individual concerns or issues
- Continue support of regional response and mutual aid
- Promote ReadyNC.org

RESOURCES:

◆ www.ReadyNC.org

◆ North Carolina Emergency Management Agency
  – http://www.ncem.org

◆ Emergency Management Institute
  – http://training.fema.gov/EMIWeb/

◆ NIMS Online
  – www.nimsonline.com